Annual Meeting Notes Successes of 2012, Looks Ahead to 2013

Bay Cove leadership, members of the Board of Directors and Board of Advocates, and other supporters took an opportunity to review the many accomplishments of the past year, and lay out the agency’s plans for 2013, at Bay Cove’s 2012 Annual Meeting & Reception on December 11.

The event—which was hosted and sponsored by John Hancock—featured a range of presentations reviewing key achievements for Bay Cove in 2012, followed by an informal reception.

CEO/President Bill Sprague began the evening by discussing some agency highlights from 2012, as outlined in the agency’s Annual Report. Bill’s remarks were accompanied by a video, created last spring, that spotlighted a pair of Bay Cove success stories, Leo Egan and Frank Meads.

Bill was followed by a stirring presentation by Sarah Selkovits, Director of Recovery for Mental Health Services. Sarah shared the tale of her own lifelong struggle with mental illness, and how her work at Bay Cove has given her hope, and helped her offer hope to the people she serves.

Senior V.P. of Operations Jim Laprade was next, offering the attendees insight to the agency’s new Strategic Plan, developed in 2012, which is providing a roadmap for the agency’s future. (Refer to story, p.4, for details.)

Mike Lento, a recent addition to the Board of Advocates, talked about Eileen, his daughter with developmental disabilities. The day habilitation program she attends in Charlestown was taken over by Bay Cove in 2012, and he spoke from the heart about how a parent’s concern over the arrival of an “unknown” agency turned quickly to comfort and admiration after experiencing the quality of care Bay Cove provides.

“This year’s Annual Meeting was quite special,” said V.P. of Development David Hirschberg, who spoke about Bay Cove’s 2013 fundraising plans, including the 10th anniversary Pearl gala (see p. 6), the new Full, Rich Lives Leadership Circle (see p. 7) and our 2013 Boston Marathon team (see p. 5). “In sharing their personal stories about what Bay Cove has meant to each of them, Sarah and Mike truly captured the essence of the work we do. Their words inspired all of us to pursue the opportunities and take on the challenges of the year ahead.”

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Looking Forward to 2013

Another year has come and gone, and here at Bay Cove, like all of you, we find ourselves turning the page on the calendar in eager anticipation of all that 2013 will hold. This year, we at the agency are embarking on a number of new initiatives that will impact key services in the Bay Cove continuum. I’d like to highlight just a few.

For the first time in many years, Clubhouse services were put out to bid in Massachusetts and the Department of Mental Health took this opportunity to enact a number of changes in the design of these services. We were put in the position of needing to make significant modifications to the design of Center Club, the Agency’s longest running program (opened in 1959), and Casa Primavera, the Commonwealth’s only Latino Clubhouse. This new design will combine the two Clubs, hoping to take advantage of greater efficiencies in the combined Club while continuing to deliver service to our Latino members in a culturally and linguistically sensitive manner. While change is often difficult, at Bay Cove we are always looking for ways to provide services in a more effective and efficient manner. The new design at the Club will attract new younger members with a target of measurable housing, education and employment goals.

We are also bidding to assume operations of another Club in Boston, operating in the Dorchester area. We are hopeful that our extensive expertise in delivering Clubhouse services, combined with our management of CBFS (Community-Based Flexible Supports) for the surrounding area, will enable us to emerge as the successful bidder.

Massachusetts is embarking on a pilot project to bring managed care to a group of people known as “dual eligibles” between the ages of 18 and 64, in a move designed to save money and improve care. People are “dual eligible” if they receive both Medicaid and Medicare benefits. Close to half of the people that Bay Cove serves with addiction issues, mental illness and/or developmental disabilities fit into this category. Care will be coordinated and paid for by Integrated Care Organizations (ICOs) who were recently selected by the State in a competitive bidding process.

In the coming months, all eligible individuals will receive a letter from MassHealth, informing them of this new program and the choices available to them. In Suffolk County, six ICOs were selected: Blue Care Partnership (a joint venture of Blue Cross and the MA Behavioral Health Partnership), Commonwealth Care Alliance, Network Health, BMC Health Net, Neighborhood Health Plan, and Fallon Total Care. Bay Cove is in the process of negotiating contracts with (potentially) all of the six ICOs in order to be a part of each of their network of providers. There is much to be determined over the coming months before this change is completed and we will keep you posted as this process moves forward. But, needless to say, it will not be “business as usual” for any of our programs that provide covered services.

While preparing for these system changes, we also continue to search for a property to open Bay Cove’s first “Sober House.” A Sober House will add another step in the continuum of addiction treatment offered at Bay Cove. We have struggled to find consistent sober housing for our clients who had successfully completed New Hope or the Charlestown Recovery House, and thus made the decision to develop our own. The specific requirements for such a home have made the search process challenging, but we hope to secure a property and open a program by this summer.

These new initiatives take place even as we continue to provide services to some of the most challenged individuals in the Commonwealth. Day-in and day-out, Bay Cove’s dedicated staff provides treatment, training and housing to thousands of people throughout Eastern Massachusetts, one person at a time.

Bill Sprague
President & CEO
Supporter Spotlight: Bink Garrison

When Bay Cove decided to undergo a significant internal analysis of its core objectives and, from there, develop a brand new strategic plan for the agency, it was clear who agency leadership would turn to for guidance: Bink Garrison, the president and founder of consulting firm Bink Inc. and a longtime agency supporter. (For more about Bay Cove’s strategic plan process, see story on p. 4.)

Bink’s connection with Bay Cove dates back almost 20 years, to a time when he was running a Boston ad agency and was “recruited” by Foster Aborn, the former head of Bay Cove’s Executive Advisory Board. “I was, frankly, astonished to learn about Bay Cove,” says Bink. “I was not new to Boston, but I knew very little about the agency. And the more the learned, the more astounded I was.

“What really stood out to me was the degree of difficulty that the agency embraced in doing the work it does for a wide range of individuals with an equally wide array of challenges,” says Bink. “It said something to me that Bay Cove was able to tackle so many challenges with a remarkable degree of commitment and yield so many successful outcomes.”

Over the years, Bink has provided pro-bono advertising campaigns for Bay Cove, as well as valuable consulting work that came once he founded Bink Inc. In 2012, Bink worked with staff at all levels of Bay Cove for three months to develop the agency’s strategic plan, and says the experience presented as much of an education as it did a chance to teach.

“Doing the kind of work involved with a strategic plan, you literally get to know an organization on every level—the strengths, weaknesses and major goals,” Bink says. “It was a privilege for me to become so immersed in the world of Bay Cove, and I know my involvement with the agency will be one I plan to continue for a long time to come.”

Supporter Spotlight: Bink Garrison

Bay Cove Briefs

Kit Clark Welcomes New Director of Adult Day Health

In December, Kit Clark Senior Services added to the talented ranks of its senior staff with the arrival of Erica Johnson, hired to become Kit Clark’s new Director of Adult Day Health. Johnson is actually a returning Bay Cove veteran, having formerly worked for the agency’s Career Advancement Resources (CAR) program until relocating to California in 2006.

“In the coming years, we can expect an increase in the number of elders who’ll be seeking day services,” says Johnson, who’ll be based out of Kit Clark’s 645 Washington St. location in Dorchester. “I’m excited to work with our staff to develop new services that stress creativity and greater community integration for seniors.”

Providers’ Council Annual Conference Unites Human Services Industry

On Nov. 28, the Massachusetts Council of Human Service Providers Inc. hosted its 37th annual Convention & Expo at the Marriott Copley Place Hotel in Boston. The event featured a full day of professional workshops for members of the human services industry, as well as awards of excellence given to area providers, volunteers, government officials and business leaders.

Bay Cove had a significant presence at this year’s conference, with dozens of staff members from throughout the agency attending the event. And, Bay Cove’s Senior Vice President of Services, Nancy Mahan, was chosen to introduce the conference’s keynote speaker, Nuance Leadership founder Drew Dudley.

A Note of Thanks

All of us here at Bay Cove Human Services and Kit Clark Senior Services are deeply appreciative of the grants we received during 2012 from more than 170 corporations, foundations and organizations. These generous contributions have helped to strengthen and expand our programs, making real and tangible differences in the lives of the people we serve.

Special thanks go out to the following leading foundation supporters: The Sidney R. Baer Foundation, BNY Mellon, Citizens Bank Foundation, Liberty Mutual Foundation, Linde Family Foundation, Oak Foundation, Procter & Gamble Corporate Giving Fund, Mabel Louise Riley Foundation, Tufts Health Plan Foundation and Tufts Medical Center.
Strategic Plan Outlines a Path for Bay Cove’s Future

The best, most successful organizations—regardless of the field they’re in—are ones that are unafraid to honestly assess themselves and, of course, ones that have a vision for not just the present, but the future. In 2012, the time seemed particularly ripe for Bay Cove to establish a new template for what the agency could and should be. According to Jim Laprade, Senior Vice President of Operations, “We’d just had a change in agency leadership [from Stan Connors to Bill Sprague], and that seemed to be a good point at which to step back, look where we were and where we were going.”

At the same time, Jim says, several things about the industry itself were changing. “There was some significant restructurering of the way our services are funded and delivered,” he explains. “So, we felt it was an important time to evaluate the significance of those trends and respond to them. We were also seeing changing expectations from payers AND consumers. Consumer choice and industry compliance standards are key to the expectations on Bay Cove at present, and they look to be even more significant drivers of our work in the future.”

So, last year, the agency hired longtime agency supporter and well-respected industry consultant Bink Garrison of Bink Inc. (see Supporter Spotlight, p. 3) to, in Jim’s words, “teach us how to develop an effective strategic plan, hold a mirror up to us and make us dig deep into our experience and our goals, and provide objective facilitation of the development of our plan.”

“The people with the best chance of finding an agency’s core principles are the people with the deepest institutional knowledge of the agency,” says Garrison. “And within that group of people, I’ve always believed that the more diversity you can have—whether it’s in terms of job title, seniority with the agency, age, gender, what have you—the more possibilities will open up. That fosters a looking at ideas and strategies from very different perspectives.”

Agency leadership carefully selected more than 80 staff members and other stakeholders to participate in a series of individual interviews, small group and large group meetings over a 6-month period. The purpose of the brainstorming sessions, Jim says, was to answer key questions like “Who are we? What are our core values? Who do we want to be? What do we want to hold on to, and what would we like to see change?”

Garrison’s task was to lead the participants through a series of interviews and exercises to answer these questions and then refine the responses down to establish the Strategy Map—a “path” for Bay Cove to follow from where it is now, through our core values, to an understanding of and achievement of the goals of the strategic plan.

The Strategy Map has 5 major components:

- Core Purpose (or, in other words, Why are we here?): Full, rich lives for people with the greatest challenges
- Core Values (or, What do we stand for?): We serve thousands of people, one person at a time; We serve people when others can’t, or won’t; We support our staff and grow their potential
- No Holds Barred Goal (or Our completely ideal, no limits goal): Lead the human services industry in providing universally valued, innovative services to everyone who needs them
- Themes (or 5 key areas that the agency will target that are key to achieving our Core Purpose and expressing our Core Values): Provide person-centered, respectful services; Embrace change; Ensure financial stability; Tell our story; Build a dynamic organization that meets changing needs
- Objectives. A collection of 17 priority areas within those themes that will guide us to achieve our goals

As Project Leader, Jim is driving the implementation of the strategic plan, assisted by a team consisting of a Project Coordinator, five Theme Leaders and 17 Objective Leaders. Additionally, a Strategy Realization Team (SRT) was formed that meets monthly to structure the project and monitor the steps taken. The SRT also serves to provide resources to the staff charged with keeping the strategic plan moving, and reports monthly to the Board of Directors’ Strategic Plan Committee to ensure optimal support for task achievement and resource access.

The finished project (which is, in reality, a “continual work-in-progress”) reinforces what Bay Cove knows it succeeds at, while challenging the agency to improve in all areas.

“I think the strategic plan establishes our course for the next 5-10 years and gives us an even clearer definition of how we provide safety and support to our clients and our staff,” says Jim. “It influences and is influenced by everything. It is not a free-standing project. Everything we do as an agency fits somewhere on the Strategy Map.”

And just as a range of Bay Cove stakeholders were involved in creating the strategic plan, Jim emphasizes that Bay Cove supporters can have a big role in realizing the plan’s goals and themes. “We have objective Task Forces that people can join,” he says. “We also welcome people’s feedback about what they see happening in Bay Cove programs. And, of course, we always benefit when our supporters tell our story, and spread the word about what we do.”
When runners take their marks at the starting line of the 117th Boston Marathon on April 15, four agency staffers will be there, running to raise money and awareness for Bay Cove.

Three runners who competed in 2012—Director of Residential Services for Developmental Disabilities Services Leanne Bragdon, Senior Vice President of Operations Jim Laprade and CEO/President Bill Sprague—will be joined by a fourth, Development Coordinator Megan Hoffman. It’s all thanks to the generosity of The John Hancock Non-Profit Program, once again supplying Bay Cove with its registration numbers.

Last year, Bay Cove’s runners raised a record $27,000 in sponsored donations. Funds raised from the 2012 Marathon went to a number of initiatives, including:

- Stipends for students of Bay Cove Academy to pursue internships as part of the Academy’s career development program
- Funding therapeutic toddler groups, as part of the Early Intervention program
- New furniture for residential programs through Kit Clark Senior Services
- Stipends for students of Bay Cove Academy to pursue internships as part of the Academy’s career development program
- Funding therapeutic toddler groups, as part of the Early Intervention program
- New furniture for residential programs through Kit Clark Senior Services

“This is the sixth consecutive year I’ve run the Marathon for Bay Cove,” says Bill. “It’s a lot of training and hard work, but what really makes it worth it—besides all the much-appreciated funds we’re able to raise for our programs—is the experience of running that 26-mile route and hearing all the comments of support from people along the route who spot my Bay Cove T-shirt and who know our agency because we’ve helped them or someone in their family.”

Since 2008, Bay Cove has raised $83,000 through the running of the Marathon. This year, the runners have set the ambitious goal of raising $40,000.

To donate to the Bay Cove Marathon team, visit www.crowdrise.com/BayCoveHumanServices.

Bay Cove’s Marathon Team Continues to Grow in 2013

Leadership Profile: Kerry Horgos

Plenty of us have had memorable first days on the job throughout our careers, and Bay Cove Senior Vice President of Finance and Chief Financial Officer Kerry Horgos is no exception.

“My first day at Bay Cove was Sept. 15, 2008, which was the day that Lehman Brothers went belly-up and the market crashed, pretty much signalling the start of the recession,” she recalls.

Not the start you’re looking for when you’ve just taken on the job of managing the finances of a human services agency, but Kerry quickly proved to be up to the challenge, utilizing skills she’d developed during 15 years as an executive with State Street Bank and as Vice President/CFO of the non-profit Seacoast Hospice in New Hampshire, from 2006-2008.

In describing the job of CFO of Bay Cove, Kerry says, “Simply put, it’s being the one in charge of making sure we have enough money to pay the bills. But, what that really means is everything from running agency payroll, to ensuring payment for our vendors, to making sure all our programs are properly insured and meeting all federal, state and local regulatory requirements. All while working with our divisions to grow the agency and secure the necessary funding to do so.”

Kerry’s position doesn’t call for much direct interaction with the thousands who benefit from her careful management of Bay Cove’s assets, but she keeps the agency mission clearly in mind with every decision she makes to directly benefit her “clients”: the staff of each Bay Cove program.

“My approach is to find ways that we can use financial resources to reduce burdens on our program staff and allow them to better serve the people in their programs,” says Kerry. “Can we find more money to make physical improvements to our houses? Can we build better systems to get our employees paid on a timely basis and a better infrastructure so they spend less time filling out paperwork and even more time working with the people we serve?

“In this industry, we basically have to figure out how to do more with less on a daily basis,” says Kerry. “Good non-profits need to have a nimbleness and an ability to react quickly, and that’s something Bay Cove has always prided itself on.”
Save The Date: The Pearl 2013 Set for June 12

Bay Cove is excited to announce that the date has been set for the 10th anniversary edition of the agency’s largest and most popular annual fundraiser. The Pearl 2013 will take place the evening of Wednesday, June 12, in the Seaport World Trade Center’s Harborview Ballroom.

Eric Wetlaufer and Bob Thomas, both members of Bay Cove’s Board of Directors, are serving as the co-chairs of this year’s event, and are presently hard at work—along with members of the Organizers Committee—planning the gala event.

Last year’s Pearl was the most successful to date, raising $320,000 to support Bay Cove programs. To get involved with the planning of this year’s event, or to inquire about sponsorship opportunities, please contact Alcurtis Clark, Manager of Development Operations, at 617-371-3184.

Success Story: Cassie

If you’ve had a chance to read the 2012 Bay Cove annual report, you may recall being introduced to Cassie. A senior at Bay Cove Academy (BCA), the agency’s therapeutic day school for students aged 12-21, Cassie was in her final semester at BCA when we profiled her for the report. We are pleased to offer an update: in November, Cassie officially earned her high school diploma. Here, Cassie’s counselor at BCA, Linda Peverada, shares her account of how Cassie was able to get the most out of her association with Bay Cove:

“There are many things in life that interfere with the priorities we set for ourselves. Many of our students want their high school diploma, but for one reason or another have a much more challenging road to earning it. Cassie wanted to graduate. She wanted to celebrate an achievement. She wanted a better job and life in her future. When she first came to our school, she did not see the path clearly to these goals, and, in fact, she fought against the very support that would ensure her meeting these goals. It wasn’t until her second year at Bay Cove Academy that she realized she would have to change dramatically to reach her goals.

And change she did. She came back to school the second year with a new attitude. Cassie was determined to graduate and would do what she needed to earn that diploma. Her attendance improved and she took a new approach to working with the adults trying to guide her in the right direction. To be clear, Cassie wasn’t a big fan of Bay Cove Academy’s particular rules and structure, but she also understood the need for them.

Cassie actually ran for student council, and became a voice of reason for other students who had little tolerance for the mundane expectations at school. She espoused the virtues of perseverance and determination. To be sure, she came face-to-face with her own challenges in meeting graduation requirements, but she managed to pull it together and graduated in November.

Cassie celebrated her achievement with her grandmother, mother, father, brother and a close friend in attendance witnessing and acknowledging the importance of this life event.

Cassie herself was glowing with pride, and her beaming smile could be seen throughout the celebration. Tears of joy were present as she listened to the pride her father spoke of and the heartfelt sentiments showered upon her from her peers and school staff.

Cassie will continue meet up with her challenges in life, and we feel sure she’ll take them all on knowing that she can be successful with a little support from those who care about her and a lot of self-determination.”
This holiday season, 10 of the participants in Bay Cove’s Day Habilitation Programs for individuals with developmental disabilities received very special gifts—gifts that they themselves had a hand in making.

Individuals like Phillip and Teri (pictured, below) drew pictures during their DayHab art class, and those drawings were then sent to the artisans behind the online business *The Little Stuffed Shop*. From there, the co-owners/seamstresses/designers Marissa and Laura created soft toys (or “Softies”) based on the drawings. (Visit [www.thelittlestuffedshop.webs.com](http://www.thelittlestuffedshop.webs.com) for more examples of the toys.)

The unique gifts came courtesy of Board of Advocates member Jane Donnelly and her friend Carol Ritter, who’ve made it a practice to donate holiday gifts of all sorts to Bay Cove service recipients over the last 5 years. On behalf of the agency, and the men and women currently enjoying their new treasures, we thank them for their generosity! *(Photos: Aynsley Floyd)*

**Program Spotlight: Family Support Services**

Families caring for a developmentally-disabled individual can often find themselves overwhelmed. When such families need guidance in dealing with the myriad specific challenges they face, they have an ally to turn to in the form of Bay Cove’s *Family Support Services*.

“Traditionally, we may serve as many as 300 families a year,” says Michele Lockwood, Bay Cove’s new Director of Individual and Family Supports. “Currently, we’re offering resources to about 100 families.”

Key services offered by Family Support include: *respite care*, which involves one of 40 Bay Cove respite workers going out to a family’s home to assist with anything from transport, to appointments, to just providing temporary care/coverage so that parents can attend to other family matters; *In-Home Service*, which involves respite workers spending time in the home, actually training families how to provide healthcare services to their disabled family member, or, in some cases, providing onsite speech or behavioral therapy; and *short-term/long-term navigation*, in which staff assist families with the allocation of financial assistance from state agencies, as well as tasks like setting household budgets.

Bay Cove also operates a Family Support Center at its administrative offices at 66 Canal St., where families can come into a safe and comfortable, welcoming environment and avail themselves of translation services (Family Support has staff fluent in Portuguese, Spanish, Vietnamese and Chinese), or receive information about resources like food pantries, support groups specific to individual disabilities and more.

Best of all, says Family Support Coordinator Marlon Matthews, the Center hosts gatherings for families in similar circumstances to come together and share common ground: in essence, becoming their own resource. “Families are able to get to know each other, and it provides a great opportunity for families to be able to help each other, by sharing their experiences.”

For more information about Family Support Services, call 617-371-3155.

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**Support Bay Cove’s Annual Fund**

Bay Cove would like to offer thanks to everyone who contributed to our agency’s Annual Fund in December, and give special recognition to those who opted to join the new *Full Rich Lives Leadership Circle* with a donation of $1,200.

Donations to The Annual Fund support all aspects of Bay Cove’s work, giving us the resources and flexibility we need in order to tailor our services to the specific needs of each person we serve.

If you would like to make a one-time gift to The Annual Fund, or to join the Full Rich Lives Leadership Circle with a tax-deductible gift of $100 per month, you can do so online by visiting [www.baycove.org/donate](http://www.baycove.org/donate), or by contacting Development Coordinator Megan Hoffman at 617-619-5930.
Supporter Spotlight:

Often, one very simple item can make a real difference in someone’s life. Would you or someone you know be able to donate new (or, in some cases, gently used) items like:

- An iPad for a person with developmental disabilities
- Furniture for a formerly homeless person’s apartment
- Business apparel for a job interview
- Books for our Family Support and Parent Support Resource Rooms
- Arts and crafts supplies for Occupational Therapy and Art Therapy programs

If you’re able to help, please contact the Bay Cove Development Department at 617-619-5930, and thank you!

MISSION
Improving the quality of the lives of individuals and their families who face the challenges of developmental disabilities, aging, mental illness, and drug and alcohol addiction. We will accomplish this mission by providing effective and compassionate services and through advocacy and leadership.